

PEOPLE, PARTNERSHIPS & PROGRESS

A Year in Review
2015-16



➤ Forward

Welcome to the WentWest Year in Review for 2015-16. From 1st July 2015, WentWest took on the role of Western Sydney Primary Health Network. This new era sees the organisation continue to work with its partners to deliver better health outcomes for western Sydney including the Local Government Areas of Auburn, Blacktown, the Hills, Holroyd and Parramatta.

This report details the many achievements that have been attained over the period and the extensive network of stakeholders including the local community, primary care professionals and partners that supported our work. We gratefully acknowledge this support and look forward to continuing efforts to progress health in western Sydney in the year ahead.

WentWest acknowledges the traditional custodians of the land we walk upon today, and respects their continuing culture and the contribution they make to the life of this city and surrounding region.

Contents

02 > WentWest

Our Vision	2
Our Mission	2
Our Values	2
Strategic Focus	2
Health Priorities	2
Quadruple Aim	3
Chair's Report	4
CEO's Report	5

08 > People

Health Priority Highlights	8
Aboriginal Health	8
Empowering communities toward better health	9
Aged Care	10
Child & Family	11
Chronic & Complex	12
Population Health	13
Mental Health	14

18 > Partnerships

Healthy Western Sydney	18
Better Health Together	19
Partnership for Education, Evaluation and Research	20
Health Consumers NSW	20
General Practice & Primary Care	21

24 > Progress

Patient Centred Medical Home	24
Business & Clinical Leadership Program	24
Patient Centred Medical Home find residence in Western Sydney	25
NSW General Practice Data	26
Linkage Research Project	26
Non-Dispensing Clinical Pharmacist Project	26
Service Commissioning	27
WentWest at a Glance	28
Our Board	30
Our Structure	31

2015-16 heralded a **new era** for WentWest as we farewelled the Regional Training Provider arm and set about on a **new journey** as the Primary Health Network (PHN) for western Sydney.

➤ **WentWest: People, Partnerships & Progress**

OUR VISION:

Healthier communities, empowered individuals, sustainable primary health care workforce.

OUR MISSION:

Leading integrated primary health care towards better health, equity and empowerment for our Greater Western Sydney communities and the health professionals who care for them.

OUR VALUES

Creativity – Challenge

Leadership – Inspire Action

Equity – Actively Overcome

Excellence – Be the Best

Respect – Understand Others

STRATEGIC FOCUS

- Consumer Centric Shared Values
- Strategy Development & Innovation
- General Practice & Primary Care Development
- Strengthening Partnerships & Developing Workforce
- System Enablers & Scalable Infrastructure
- Organisational Excellence

HEALTH PRIORITIES

- Aboriginal Health
- Aged Care
- Child & Family
- Chronic Conditions
- Mental Health
- Population Health

This exciting new phase in the organisation's evolution comes as Australia's primary care landscape continues to transition. WentWest has continued to be at the forefront of this change in taking an active role in the Patient Centred Medical Home movement within Australia (see page 24 for more details).

This year, WentWest proudly launched into its PHN responsibilities with the establishment of both the Consumer Advisory and Clinical Councils. Each Council seeks to engage stakeholders in PHN activities and provide WentWest Board and Management guidance and advice in working toward a patient-centred system of primary care that delivers better health outcomes to western Sydney.

In addition to the establishment of both Councils, 2015-16 saw the undertaking of comprehensive Needs Assessment of primary care across the region.

Underpinning all WentWest's activities throughout 2015-16 has been the significance of the Quadruple Aim across the organisation, and the further embedding of its objectives into both strategy and daily operations.

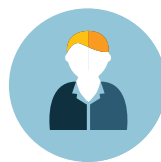


QUADRUPLE AIM



QUALITY AND POPULATION HEALTH

- Improved health outcomes
- Equity of access
- Reduced disease burden



PATIENT EXPERIENCE OF CARE

- Reduced waiting times
- Improved access
- Patient & family needs met



SUSTAINABLE COST

- Cost reduction in service delivery
- Reduced avoidable or unnecessary hospital admissions
- Return on innovation costs invested
- Ratio of funding for primary : acute care



IMPROVED PROVIDER SATISFACTION

- Sustainability and meaning of work
- Increased clinician and staff satisfaction
- Teamwork
- Leadership
- Quality improvement culture

➤ A message from the Chair

At the end of the 2015-16 year, we can look towards 2016-17 with a sense of optimism. Optimism flows first from the perception that after repeated past disruptions, Primary Health Networks (PHNs) are here to stay, with bilateral support from both major parties, and clear Commonwealth policy statements on PHN's central role in health service planning for community needs, commissioning for integrated and coordinated care, and progression of related health system redesign and reform.



Building general practice quality and capability is identified as central to these processes.

The second cause for optimism is the Commonwealth's decision to take the first steps in the long health system journey from volume-to-value in general practice: that is towards recognition and reward for quality rather than throughout, via the Health Care Home initiative – widely promoted as “one of the biggest health system reforms since the introduction of Medicare thirty years ago”. While this will undoubtedly be a slow and challenging process, the journey has at least begun.

The third is that longstanding Commonwealth-State blame and cost-shifting gradually appears to be giving way to dialogue which promises a gradual movement towards shared goals, joint planning and system redesign. As flagged in earlier COAG (Council of Australian Governments) statements, development of bilateral Commonwealth-State agreements is now underway, focused primarily on evolving “a national approach to coordinated care”, including consideration of support for the Commonwealth's Health Care Home initiative.

Fourth is the strengthening commitment across NSW organisations to the shared goal of keeping people well and out of hospital through integrated, coordinated care, with quality general practice and the Patient Centred Medical Home (PCMH) as foundation stones. This shared commitment spans NSW Health, all ten NSW PHNs; and (with some variability), Local Health Districts (LHDs) in their collaborations with PHNs.

Finally and most importantly, there are the substantial gains being made in western Sydney through WentWest and its partners and collaborators. The Western Sydney Integrated Care Program is perhaps the most critical of the many initiative underway: having emerged directly from the gains described above, it is designed to enable whole-system, regional-to-local service redesign ordered towards true patient-centred health care.

The Year in Review highlights the gains made in this, and multiple other areas, and identifies many of the wonderful people who have made them possible: our local GP and Allied Health leaders; representatives of communities and patient groups; our LHD partners; and of course, our many wonderful WentWest staff members and Board Members. Our congratulations and thanks to all.

Of course there have been negatives, there are risks, and there will inevitably be future setbacks, but all the evidence points to the tipping point for health system reform having been reached and passed, with the way forward becoming – at long last, a shared journey.

DI O'HALLORAN

Chair, WentWest

➤ A message from the CEO

As the CEO of WentWest reflecting on the 2015-16 year more than ever before has raised some mixed emotions. WentWest started the year as one of Australia's 31 Primary Health Networks (PHNs) signalling a solid platform to continue to reinforce the long term work of our organisation. At the same time on 31st December 2015 a part of that integrated and long term work our role as a Regional General Practice Training Provider ceased as a result of changed arrangements in Australia.



Since 2002 WentWest had been a Regional Training Provider with not only a stellar record in delivering the highest quality GP training program but also effectively integrating this work with a broader general practice and primary care, something quite unique. The success of WentWest's role was founded on both highly competent staff as well as strong general practice partnerships which we are eternally grateful for.

In all this change our organisation has remained both strategic and strong. During the year we launched our Strategic Plan 2016-2019 to reflect new opportunities and objectives but also to reinforce continuing commitment to western Sydney through our Vision and Mission. Staff engagement remained strong with Best Practice Australia results ranking the organisation at the highest, culture of success level, for the fourth period running. This represents some six years of stability, growth and engagement of people during a period of continuous change.

Partnerships with general practice remain foundational in our work as Primary Health Network as does our regional partnership with Western Sydney Local Health District and Sydney Children's Hospitals Network. These have come together more than ever before under the NSW Health Integrated Care Program which gained significant momentum.

Investments in system enablers such as Shared Care Planning (LinkedEHR), *HealthPathways* and development of the Patient Centred Medical Home all make important contributions to integrated care and improving the capability and capacity of primary care and general practice. These investments have had a significant improvement on the ability of health professionals and hospitals to work in a more coordinated, comprehensive and continuous way around patients' needs. Team work is now more than ever needed!

Our ability to work closely with patients and consumers has been strengthened with the establishment of a Consumer Advisory Council as has our work with clinicians through the establishment of a Clinical Council. Both are Primary Health Network regional structural requirements and they fit in very nicely with the development of Primary Health Network Commissioning responsibilities which embed comprehensive needs assessment. In this regard we have completed needs assessments for the region in Mental Health, Alcohol and Other Drugs, Suicide Prevention, Chronic Disease, Aboriginal Health, Aged Care, Child and Family Health and Population Health.

My assessment of 2015-16 is that WentWest has made an exceptional start as a Primary Health Network with not only an establishment period behind us but also the ability to deliver on a Strategic Plan from a position of experience and momentum.

WALTER KMET
CEO, WentWest



SECTION 1. PEOPLE

Engaging consumers, carers and the broader community

Following on from its pre-PHN efforts, 2015-16 saw WentWest further embed consumer engagement across the organisation. With the Consumer Engagement Framework developed in partnership Health Consumers NSW providing a guide to effective engagement of consumers across all programs and priority areas, the year's efforts focused on the establishment of strong networks to further strengthen a consumer-centric approach to strategy development and implementation.

Most notably, the year saw the establishment of the Western Sydney Primary Health Network Consumer Advisory Council, a pivotal and critical representation of the consumer voice in PHN planning and governance. The Consumer Advisory Council works in tandem with the Western Sydney Primary Health Network Clinical Council in offering the PHN board and management ongoing and in depth feedback on PHN activity so as to ensure the organisation continues to reflect the needs of western Sydney health care consumers, carers and the broader community.

Feeding into the Consumer Advisory Council has been the development of a Western Sydney Consumer & Community Forum, a quarterly platform for western Sydney health care consumers, carers and community organisations to raise and discuss PHN activity.

PE



PEOPLE

Health Priority Highlights

Establishment of both the Clinical and Consumer Advisory Councils marked a significant milestone for Western Sydney Primary Health Network, as the organisation set to work on addressing its priorities of Aboriginal Health, Aged Care, Child & Family, Chronic & Complex Conditions, Mental Health and Population Health. Within each of these areas a commitment to hearing and engaging health professionals, consumers, carers and the broader community in planning and commissioning exists.

ABORIGINAL HEALTH AT A GLANCE



98

medical aids purchased



118

new referrals into the Close the Gap Program



232

new clients accessing supplementary services



20

health care events



182

active Close the Gap patients

Aboriginal Health

Approximately 4% of western Sydney's diverse population identifies as Aboriginal. In particular, large numbers of Aboriginal people live in the local government area of Blacktown.

With some suburbs facing substantial socioeconomic challenges there is an ever present need to engage the local Aboriginal community and facilitate improved access to culturally appropriate and holistic health services for western Sydney's Aboriginal community.

Following its introduction in 2010, WentWest's Aboriginal Health Team has worked across the primary, acute, and community sectors to provide holistic and culturally appropriate support to the local Aboriginal community as part of the national Close the Gap initiative.

Throughout 2015-16 the Aboriginal Health Team supported more than 180 clients in navigating the health system, successfully assisting over 80 chronic and complex patients in transferring back into GP care following hospitalisation.

The year also saw the successful launch of Sydney West Aboriginal Health Service (SWAHS), allowing the continuity of much needed primary care services to local people within the Mount Druitt area. The opening event saw more than 200 local people coming to enjoy the festivities and enquire more on local services. Australian Rugby Union player, Kurtley Beale was also in attendance to lend his support to the community.

ABORIGINAL HEALTH AT A GLANCE

- **82 patients** successfully transferred back to the care of their GPs
- **4 cultural awareness training sessions** for GPs & practice staff
- **4 staff members graduated** from the Cultural Support Program (Women's)
- **1 staff member graduated** from Aboriginal Health College as Certificate 4 Qualified Health Worker/Health Practitioner
- **2 staff members graduated** from Aboriginal Health College as a Certificate 3 Qualified Health Worker
- **168 transportations** purchased through Supplementary Services
- **596 Specialist & Allied Health appointments** through Supplementary Services



Australian Rugby Union player, Kurtley Beale lends his support to the opening of Sydney West Aboriginal Health Service.

Partnering with

Sydney West
Aboriginal Health Service

HEALTH
CONSUMERS
NSW

CASE STUDY

Empowering communities toward better health

As an organisation committed to advancing the health outcomes of western Sydney's Aboriginal community, WentWest has worked closely across the sector to enhance cultural awareness and service accessibility since the introduction of Close the Gap in 2010.

At the forefront of this commitment has been Jamie Matthews, WentWest's Head of Aboriginal Health and proud Gomilaroi/Dunghutti man. Lifelong resident of the Blacktown region, Matthews is a passionate advocate for his community, working with all stakeholders to enhance the delivery and accessibility of culturally appropriate services to local Aboriginal people.

Among the many legacies of Matthews' work has been an active role in facilitating the career development and up-skilling of his team which this year saw three members earn graduate certificates in Aboriginal &/or Torres Strait Primary Health Care.

Matthews says of the team's accomplishments, "Seeing people from within the community extending their knowledge in an area of passion is a wonderful achievement. Not only does it lift the opportunities of an individual it inspires others."



➤ Aged Care

With western Sydney's aged population projected to grow by two percent per annum between 2011 and 2021¹, caring for and planning services to support those aged 65 years and over is one of the six shared priorities between WentWest and Western Sydney Local Health District.

In responding to this growing priority, the two organisations have focused on a number of initiatives to improve the health of older people living in western Sydney. Throughout the year, these initiatives included the Dementia End of Life Planning Forum and the "Healthy Older People Partnership" (HOPP) project, both of which have sort to initiate partnerships, discussion and opportunities in enhancing support networks for older persons across the community. Within the priority, focus has been drawn to the areas of dementia, falls prevention, mental health and palliative care.

In April, the organisation supported the awareness of Falls Prevention by participating in a large-scale Flash Mob outside Blacktown's Max Webber Library. The popular event saw a host of older local residents and community organisation's come together in dance, drawing attention to the importance to maintaining health and fitness at all stages of life.



Local residents partake in the NSW Seniors Festival Flash Mob, raising awareness of Falls Prevention.

AGED CARE AT A GLANCE



17 HealthPathways established within, including those to support Dementia, Falls Prevention & Palliative Care



60 older persons participating in Flash Mob raising awareness of Falls Prevention during NSW Seniors Week

¹Source: Western Sydney Local Health District (WSLHD)



► Child & Family

With parts of western Sydney experiencing some of the country's largest population growth, there is an organisational focus on improving the health and wellbeing of western Sydney families, and in particular focusing on the early childhood years.

THRIVE@FIVE IN DOONSIDE

As part of this focus, WentWest along with a variety of community organisations work together to deliver Thrive@Five in Doonside – a place based early childhood intervention program aimed at improving Australian Early Development Census (AEDC) scores in Doonside (a suburb of Blacktown).

Momentum of Thrive@Five continued to gather throughout 2015-16 with highly successful programs including Mini-Tots soccer strongly attended by local families. The initiative identifies and builds on the communities' current strengths in order to support families and their children from birth to five years.

IMMUNISATION BIKE COMPETITION

Among its Child & Family Health initiatives has been WentWest's enduring Immunisation Bike Competition. In its fifth year, the program has continued to evolve and improve childhood immunisation rates across the region. Since it was introduced in 2011, the initiative has seen a 180% increase in participating practices and more than 2490 four year old immunised throughout its time.

The positive effects of the ongoing campaign are reflective in data released from the National Health Performance Authority (NHPA) in 2016 which highlighted 95.2% of local Aboriginal and Torres Strait Islander five year olds have been immunised, far exceeding the national average.

CHILD & FAMILY AT A GLANCE



45

Paediatric Pathways developed



199

referrals to Perinatal ATAPS



1040+

referrals to ATAPS for Children 12 years and under



2490

four years olds immunised through Immunisation Bike Competition since 2011



180%

increase in participating practices in Immunisation Bike Competition since 2011

➤ Chronic & Complex Conditions

As a diverse community, western Sydney has a range of complex health needs influenced by social circumstances. Among the focus for WentWest and partners including the Western Sydney Local Health District (WSLHD) has been the development of strategies which seek to address such conditions through the better coordination and integration of services between the primary, community and acute sectors.

WESTERN SYDNEY INTEGRATED CARE

Targeting diabetes, chronic obstructive pulmonary disease (COPD), cardiovascular disease and asthma among other conditions has been a priority for WentWest and this evolved through a multifaceted approach across all levels of the system.

Central to much of this work has been the flagship, Western Sydney Integrated Care Demonstrator (see page 19) which seeks to achieve better health outcomes by enhancing system coordination. In its second year, the demonstrator continued to build momentum and made significant inroads in patient registration and active practices.

CHRONIC & COMPLEX AT A GLANCE



400

GPs involved in Diabetes Case Conferencing



600

patients consulted in Diabetes Case Conferencing



115

local practices involved in Diabetes Case Conferencing



27

GASP trained nurses

WESTERN SYDNEY DIABETES PREVENTION & MANAGEMENT INITIATIVE

With western Sydney regarded as a diabetes hotspot, the need for a coordinated and whole of system approach to its prevention and management was recognised by the community. Working in partnership, WentWest along with WSLHD, consumers and health professionals, established the Western Sydney Diabetes Alliance to reduce the burden of the condition.

Among a number of strategies adopted through the Alliance has been the launch of a Diabetes Case Conferencing initiative, aiding local GPs in the management of diabetic patients. Participating practices have access to diabetes clinical staff including endocrinologists, registrars and diabetes educators. Early evaluation of the Case Conferencing initiative shows the team approach to diabetes care has favourable effects on average blood glucose, blood pressure, weight reduction and lipid profile.

In 2015-16, the Diabetes Case Conferencing initiative expanded from its Blacktown origins to establish a team based in Westmead. Following successes with the diabetes initiative there are plans in place to mirror the project through a Respiratory Case Conferencing initiative. See page 18 for more details on the partnership response to diabetes in western Sydney.

The role of primary care nurses in diabetes management has also been brought into focus through an ongoing education series offering extended training to enhance the support of GPs in the ongoing management of their patients.

More broadly, WentWest is working closely with the community to build greater awareness and management of the condition through such initiatives as the Western Sydney Diabetes Support Group, Rouse Hill Diabetes Education service and Diabetes Prevention & Management program. Each forming part of a comprehensive and multi-pronged strategy seeking to encourage greater consumer engagement, understanding and self management of the condition.

GIVING ASTHMA SUPPORT TO PATIENTS (GASP)

Throughout the year, WentWest in partnership with Asthma Foundation Queensland and NSW, led the pilot of GASP – a new online training tool to support primary care nurses in the region. The program utilises web based clinical assessment and decision supporting technology designed for the improved management of asthma. Complementing evidence-based accredited training, the GASP tool uses a sophisticated set of rules and logic, handling various combinations of lung function, asthma control and risk to develop individualised patient asthma care plans.

Since the launch and following on from a series of training workshops for participating practices, 27 nurses from a variety of general practices in western Sydney have been trained and accredited to implement the tool. The outcomes from the pilot phase will assist practitioners in better managing asthma patients.

Partnering with



Better Health Together
Western Sydney Integrated Care Program





Population Health

As a Primary Health Network, WentWest has had a strong focus on addressing the region's complex health challenges, and the socio-economic influences which impact the community's ability to access health care. In seeking to understand and commission services to support western Sydney's ongoing health needs, WentWest carried out a comprehensive Primary Health Needs Assessment.

Identifying western Sydney's unique health needs, service gaps and profiling the populations of Auburn, Blacktown, Holroyd, the Hills and Parramatta, the Primary Health Needs Assessment works in tandem with the Mental Health Needs Assessment also developed during the year and provides the basis for the PHN's planning and commissioning activities.

The year was also an opportunity for WentWest to structure its population health plans around achieving the National Health Performance indicators including:

- Preventable hospitalisations;
- Childhood immunisation;
- Cancer screening; and
- Mental Health rates.

NATIONAL HEALTH PERFORMANCE INDICATORS



Preventable
hospitalisations



Childhood
immunisation



Cancer
screening



Mental
Health Rates

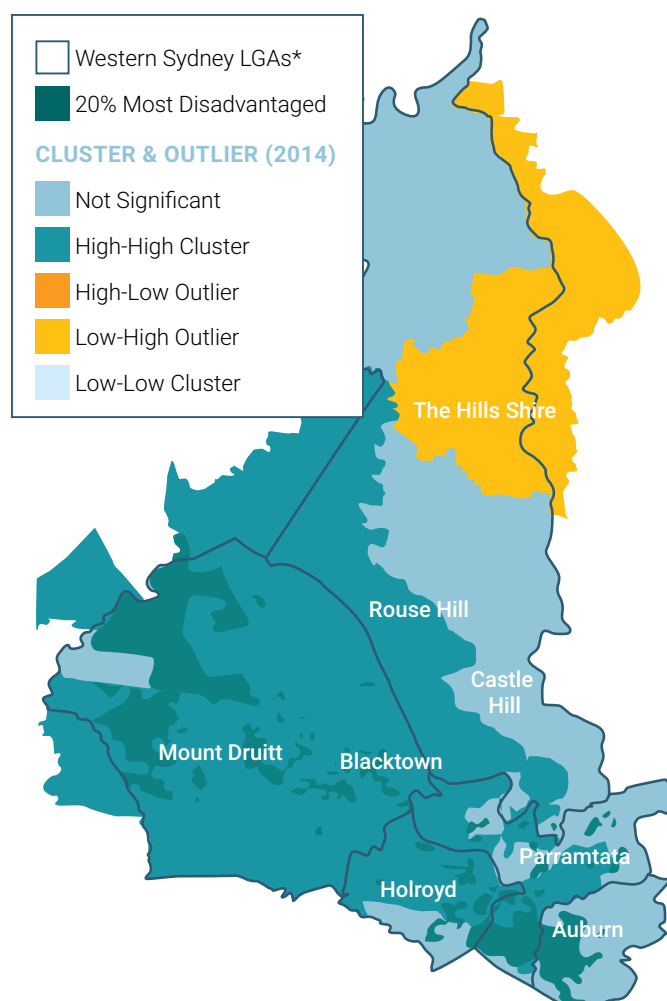
➤ Mental Health

Transitioning into a Primary Health Network in 2015-16 allowed WentWest to further enhance its role in the commissioning of mental health services across western Sydney. Working closely with key partners including, consumers, carers, the Local Health District, community organisations and supporting agencies the organisation conducted a comprehensive Mental Health Needs Assessment during the year to identify the existing challenges and service gaps across the sector.

With a focus around eight national priorities, coupled with western Sydney's unique and complex mental health challenges, the Mental Health Needs Assessment serves as a guide to the commissioning of services into the future. Throughout 2015-16, WentWest continued to deliver its suite of Mental Health programs including Access to Allied Psychological Services (ATAPS), Western Sydney Partners in Recovery (WSPiR), Mental Health Nurse program, and the Western Sydney Recovery College.

In a survey of local GPs throughout the year, results indicated a favourable trend with regard to the offering of Primary Mental Health Care services in the region. While awareness of the Mental Health Nurse Incentive Program (MHNIP) was lower, additional support and expansion of this program as part of the 2016-17 commissioning process will likely see growth in this area.

ATAPS MENTAL HEALTH REFERRAL MAP



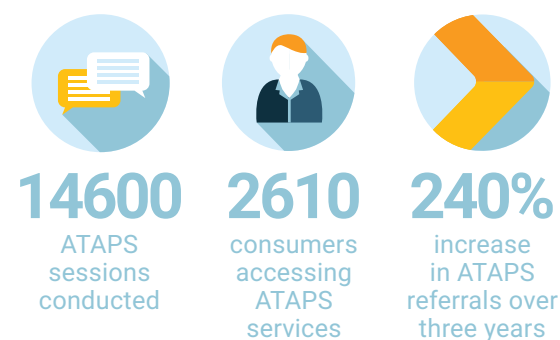
The map of western Sydney above indicates ATAPS referral rates by postcode, and most disadvantaged population by SAI. Source: Salvador-Carulla, et. al. (2016) Measurement of Horizontal Equity of the ATAPS Program in Western Sydney: A Hot-Spot Analysis 2012-2014

ACCESS TO ALLIED PSYCHOLOGICAL SERVICES

With ATAPS transitioning to Primary Mental Health Services in 2016-17, the year was an opportunity to consolidate activities and prepare for the pending changes in accordance with the new commissioning framework. Throughout the period more than 14,600 sessions were conducted to 2610 consumers.

Moreover, an evaluation of ATAPS from Sydney University revealed an increase in accessibility for the region's most vulnerable and at risk groups over a three year period. Among the findings, the evaluation reported a 24% increase for lower income earners, 90% in referrals to mental health services for Aboriginal and Torres Strait Islander people and a 204% increase for those with lower levels of English proficiency.

ATAPS AT A GLANCE



WESTERN SYDNEY PARTNERS IN RECOVERY

In preparation for its transition to the National Disability Insurance Scheme (NDIS), the team worked alongside partners, agencies and community organisations to ensure the continuity of service for its existing 536 clients throughout 2015-16.

Over its three year tenure WSPIR has received more than 1771 referrals, leading to the enrolment of more than 1451 clients. The program which has set a high standard for engaging consumers in its development and delivery has routinely received favourable feedback from clients:

"PIR has given me a new life. A life that has meaning and value. If it wasn't for PIR I wouldn't have been able to have had my dog Lulu registered as an assistance dog. I didn't know where to begin, I kept hitting brick walls and was giving up. My PIR Support Facilitator found how to do it, she advocated and supported me through the process, she linked me with the trainers and the volunteers whom help people with a mental illness have their dog as a bridge to normal living. I can now be a part of groups, I can go shopping, I can catch public transport, I can go and visit my family whom live 2 train journeys away. My life now has meaning."

- PIR Client, 2016.

WESTERN SYDNEY RECOVERY COLLEGE

Over the course of the year, the Western Sydney Recovery College focused on developing stakeholder engagement and capacity to enhance its services. In 2015-16 there was an increased interest across a number of courses offered through the College, particularly the *Mental Health First Aid* courses, which was offered five times throughout the year. Also proving popular among community services providers and consumers was the *Navigating the Health System* course with 14 enrolments in its first offering.

NATIONAL KEY AREAS OF EXPANSION & PRIORITY IN 2016-17

- Low Intensity
- Children and Youth (Headspace)
- Psychological Services for Vulnerable groups (PMHC)
- Suicide Prevention
- Complex care in Primary Health Setting
- Aboriginal and Torres Straits Islander wellbeing



ACCESS TO ALLIED PSYCHOLOGICAL SERVICES REFERRALS



- Financially Disadvantaged
- Children aged 0-12 years
- People at risk of suicide
- Aboriginal & Torres Strait Islander
- Perinatal
- Medicare (referred into Better Access)

Partnering with

aftercare

CareConnect

WISE
Employment
Empowerment through Employment

MISSION
AUSTRALIA

UnitingCare
Australia

RichmondPRA
Together, we're better.



SECTION 2. PARTNERSHIPS

Partnerships as a foundation for better health outcomes

In striving to achieve Quadruple Aim objectives WentWest has a long history of industry partnership. Whether consumer and community, health professionals or industry bodies, WentWest is committed to working in collaboration to create a more effective and efficient health care system within western Sydney. In 2015-16, WentWest continued to work with its partners so as to strengthen the quality of outcomes achieved.

PART



NER- SHIPS

➤ Healthy Western Sydney

With a shared commitment to improved health outcomes, WentWest together with Western Sydney Local Health District (WSLHD) and the Sydney Children's Hospitals Network (SCHN) form a three-way partnership alliance.

Throughout 2015-16, the *Healthy Western Sydney* partners proceeded to make significant inroads in prioritising integrated health care, strengthening collaboration and driving innovation to address systemic gaps, strengthening the interface between primary, secondary and tertiary health care settings focusing on system reform.

HEALTHPATHWAYS AT A GLANCE



13,500+
portal visits



125
new pathways established



200+
local clinicians involved

WESTERN SYDNEY HEALTHPATHWAYS & HEALTHY WESTERN SYDNEY PORTALS

Forming a major component of the tripartite activity is the clinical pathway portal *Western Sydney HealthPathways* and its consumer-targeted counterpart, *Healthy Western Sydney*. Since its introduction in 2013, *HealthPathways* continues to gain traction across the region, as health professionals in both primary and secondary care utilise, explore and support its development. Throughout the year, the site saw more than 13,500 visits and was successful in the publishing of 125 new pathways.

Complementing *HealthPathways* has been the launch of the *Healthy Western Sydney* portal, designed for local residents, consumers and carers, the site offers locally relevant and clinically reviewed information across a number of health issues and conditions. The portal is one of only a few consumer-targeted sites set up across Australia offering evidence-based, locally tailored information and resources.

WESTERN SYDNEY DIABETES ALLIANCE

As part of a region-wide strategy to tackle diabetes in western Sydney, WentWest and partner WSLHD continued to work together to combat the rise of the condition. As featured on page 12 the partnership's Case Conferencing program built on its initial successes, with over 400 GPs and 75 primary care nurses, reaching over 600 patients across 115 general practices.

WESTERN SYDNEY INTEGRATED CARE: BETTER HEALTH TOGETHER

The Western Sydney Integrated Care Demonstrator is a hallmark of the partnership alliance between WentWest and WSLHD.

2015-16 saw Integrated Care continue to evolve as more practices engaged with the model, leading to the enrolment of more than 500 chronic and complex patients. Integral to Integrated Care's smooth operation has been a requirement for involved practices to be working toward a Patient Centred Medical Home (PCMH) model and the importance of sophisticated IT enablers including LinkedEHR (shared care planning) and *HealthPathways*.

HEALTHONE

HealthOne aims to create a stronger and more efficient primary health care system by bringing general practice, primary and community health care services together. With a focus on at-risk children and families, as well as people with chronic and complex care needs, HealthOne operates in Mount Druitt. During the year, the partnership participated in research from Western Sydney University that was subsequently published deliberating the role of the General Practice Liaison Nurse (GPLN) within the HealthOne model.

WESTERN SYDNEY INTEGRATED CARE AT A GLANCE

- 64 practices
- 500+ patients
- 3 rapid-access specialist clinics established

Partnering with



Health
Western Sydney
Local Health District



The Sydney children's
Hospitals Network



HealthPathways



Western Sydney
Diabetes



Better Health
Together
Western Sydney Integrated Care Program



CASE STUDY

Better health together

In March 2014, the NSW Government selected western Sydney as one of three regions across the State to be a demonstrator site for its Integrated Care initiative. Leveraging a shared commitment for system reform, Western Sydney Local Health District (WSLHD) and WentWest developed an innovative care model to strengthen and support those with chronic and complex conditions in a more integrated and coordinated approach.

With a focus on achieving Quadruple Aim objectives, the Western Sydney Integrated Care Demonstrator has continued to make significant inroads throughout 2015-16.

With 64 local general practices actively engaged in Integrated Care and more than 500 chronic and complex patients enrolled, 2015-16 saw a materialisation of groundwork laid since its introduction. Among the highlights has been the introduction of rapid-access program to specialists and the establishment of a designated care facilitator team, improving navigation and coordination across the system.

One practice participating in the Demonstrator is Alpha Medical Centre in Seven Hills. Led by Dr Con Paleologos, the practice has 45 patients actively enrolled with Integrated Care. For Dr Paleologos the support offered by the case facilitator's has strengthen the overall care to enrolled patients: "Integrated Care is enabling us to offer our most complex patients the comprehensive and holistic care they require so that they can stay well and minimise avoidable hospitalisations."

➤ Partnership for Education, Evaluation and Research

Stemming from a longstanding collaboration between WentWest and both Sydney and Western Sydney Universities, Partnership for Education, Evaluation and Research (PEER) shares a vision for quality general practice and primary care in western Sydney.

PEER provides a forum to advise on the development, implementation and evaluation of high quality primary health care and related education, teaching and research in western Sydney, supporting: Primary health care and health systems evolution including development and implementation of the Patient Centred Medical Home (PCMH); Delivery of education and training through partner organisations; Identification of research opportunities and oversight of research and evaluation activities where appropriate; Identification of potential opportunities to increase collaboration and where appropriate, integration, of relevant partner activities.

Throughout 2015-16 PEER were actively engaged in *GPs at the Deep End: Western Sydney* – a landmark piece of research aimed at supporting health care providers working in very deprived areas to improve health outcomes and to narrow health inequalities.

GPs at the Deep End drew on international research methods from the UK, and investigated the views of Primary Health Care Practitioners (PHCPs) working in western Sydney areas of social and health disadvantage regarding stresses experienced and support needs. The project developed a plan for strategies that would assist in meeting the needs of these practitioners.

➤ Health Consumers NSW

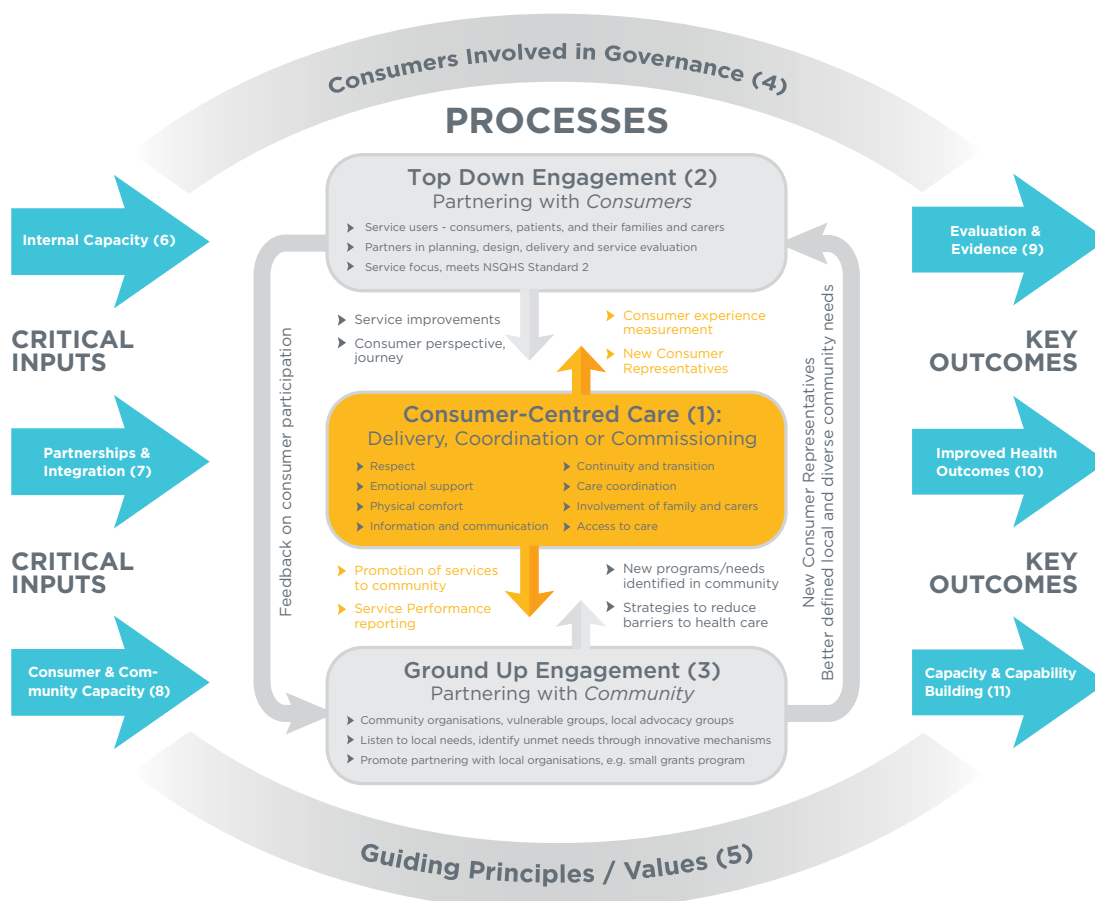
Following the successful launch of its jointly developed Consumer Engagement Model in 2015, the year saw WentWest and partner Health Consumers NSW set to work on embedding the model across all program areas within the Western Sydney Primary Health Network (WSPHN).

Supporting this model was also the launch of an online toolkit, supporting consumers and community to engage. Looking forward, the partnership is focused on the creation of a series of consumer stories.

Partnering with



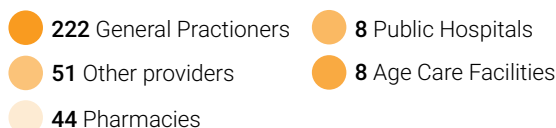
CONSUMER AND COMMUNITY ENGAGEMENT MODEL



General Practice & Primary Care

The ongoing engagement, support and development of western Sydney's primary care workforce has long been a cornerstone of WentWest's role. In 2015-16, the organisation remained committed to working in partnership with general practice and primary care professionals across the region to achieve Quadruple Aim objectives, leading to a number of exciting developments.

EHEALTH REGISTERED PROVIDERS



ENGAGING OUR PRIMARY CARE WORKFORCE

Engaging general practice across a range of priorities and program areas remained a central element of WentWest's work as it transitioned to a Primary Health Network. While engagement exists at all levels of operation, the Western Sydney Primary Health Network Clinical Council has an overarching role in advising board and management on opportunities to improve medical and health care services in the region.

Feeding into the Clinical Council are the Western Sydney GP Leaders Group, Allied Health Leaders Group and three local GP Associations (Blacktown, Mount Druitt and the Hills), each an advocacy platform for system reform and policy discussion.

QUALITY IMPROVEMENT AND SUPPORT

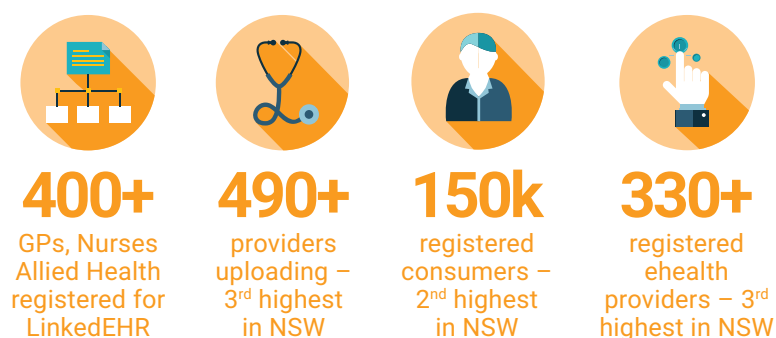
Central to WentWest's affiliation with general practice has been the ongoing support of local practices across a diverse range of business and clinical activities. Throughout the year a comprehensive program continued to extend with four key aims at the forefront of interactions:

- Building sustainable practice capacity and capability;
- Supporting quality improvement and more integrated models of care;
- Deployment of tools and enabling systems to support better capturing and utilisation of patient data to improve health outcomes;
- Progressing innovative and sustainable models of primary care.

Supporting an enhanced primary care workforce, 2015-16 saw the launch of its inaugural Business & Clinical Leadership program (see 24 for more details), joining a robust suite of Continuing Professional Development opportunities offered to local GPs, primary care nurses, and allied health professionals.

The year saw more than 3100 visits to local practices from the WentWest Practice Support team, with the purpose of visits varying from PCMH, Integrated Care, and Chronic Disease support, Accreditation, Cold Chain Management and Staff Training.

E-HEALTH AT A GLANCE



GENERAL PRACTICE SUPPORT AT A GLANCE





SECTION 3. PROGRESS

Progressing toward innovation & system reform

Building on foundations paved in years past, 2015-16 saw many of WentWest's innovative strategies begin to grow into important structural and in many cases, groundbreaking components of the Primary Health Network (PHN). Among these assignments was the evolution of the *Patient Centred Medical Home*, *NSW Data Linkage* project and *Pharmacy in General Practice* initiative, each a reflection of WentWest's solid partnership activity across the sector and serving as a roadmap to achieving Quadruple Aim outcomes.

Likewise, the embedding of the PHN's Commissioning Framework heralded anew approach to the identification of needs across the region and in turn sets the scene for ongoing assignment of services to address western Sydney's vast health challenges.

PRO



GRESS

➤ Patient Centred Medical Home

Over a three year period the organisation has established relationships with internationally recognised leaders in Patient Centred Medical Home principles (PCMH), including the Cambridge Health Alliance (CHA), Boston to further develop and embed the concept within western Sydney.

In September 2015, WentWest welcomed CHA representative and PCMH advocate Kirsten Meisigner, MD to western Sydney for a series of talks centring on PCMH and its application to the Australian primary care context. Meeting with local GPs, and broader health sector influencers including policy makers, Dr Meisinger shared her experiences of PCMH and how it can seek to achieve Quadruple Aim objectives.

Supporting the PCMH movement in western Sydney has been an ongoing career development program, offering local GPs the opportunity to undertake in-depth studies of leading practitioners in the field by observing their work. With the Western Sydney GP Leaders group championing the concept of integrated and coordinated learning from the world's best and applying a similar model to the Australian context.

➤ Business & Clinical Leadership Program

A highlight for the year was the launch of WentWest's inaugural Business & Clinical Leadership program. Specifically designed for general practice by BMP Consulting in collaboration with Capital Health Network (ACT Primary Health Network), the program helps Principal GPs and Business owners develop new perspectives on the advantages of leading in their practices and communities.

The ground-breaking nine month program welcomed over 30 attendees to the first of three workshops, and provides ongoing one-on-one coaching and mentoring throughout to equip practice owners and leaders in driving change whilst considering Patient Centred Medical Home principles.

THE TEN BUILDING BLOCKS TO HIGH PERFORMING CARE



CASE STUDY

Patient Centred Medical Home finds residence in western Sydney

Since 2014, WentWest has been partnering with local GPs on the development of Patient Centred Medical Homes (PCMH) within western Sydney. PCMH is an international movement to transform primary care delivery toward a system which is more coordinated and integrated, ultimately aiming to achieve Quadruple Aim objectives.

For western Sydney, one practice which is leading the transformation toward PCMH principles is the Hills Family Medical Practice, in Bella Vista. Led by Dr Wally Jammal, the practice is one of eight western Sydney practices who are actively undertaking the PCMH challenge.

The hard work of transforming primary care is quickly gaining momentum for the Hills Family Medical Practice as it adjusts its operations to align to the 10 building blocks of high performing care.

Among the practice team is Dr Emma Green, who says of PCMH, "I am encouraged by the direction we are heading. The introduction of Patient Reported Measures is enabling us to better understand and evaluate the patient experience and therefore provide better outcomes for our patients."



➤ NSW General Practice Data Linkage Research Project

In a NSW first, 2015-16 saw de-identified data from western Sydney's primary and acute sectors come together to enhance patient care and analysis. Collaborating with both the NSW Ministry of Health and Western Sydney Local Health District (WSLHD), WentWest embarked on the NSW General Practice Data Linkage Research Project, a pioneering proof of concept study exploring the utility of general practice data for linkage to other NSW Health related datasets.

Providing de-identified data to participating general practices, the project offers information on the care delivered to patients in the acute care setting, such as the number of Emergency Department visits by patients in a GPs care. With tranche 1 of the project capturing de-identified data from more than 48,800 records across five local practices the feedback reports are scheduled to be released in November 2016 and will assist local health professionals in understanding patient movement patterns between general practice and other health services, ultimately assisting in the detection of risk of health deterioration.

➤ Non-Dispensing Clinical Pharmacist Project

In 2015-16 WentWest partnered with the region's three local General Practice Associations (Blacktown, Mount Druitt and the Hills) to conduct a pilot study on the integration of a clinical pharmacist in the general practice setting. The aim of the study was to improve the use of medicine, reduce adverse drug events and to better coordinate patient care. Following its launch in April, the pilot – a GP-led team based care approach, operated across 15 local practices and serviced more than 580 patients.

As part of the team, participating pharmacists were able to focus on patients with Asthma, Chronic Obstructive Pulmonary Disease and those recently been discharged from hospital. With the additional support, one on one consultations have centred around: conducting reviews, reconciling medications with GP records, providing education on management and advice on appropriate medication usage, all of which are conducted in a private setting.

The results of the first stage involving 299 patients revealed, an average of 9.6 medications (both prescription and non-prescription) per patient. Of the total number of patients, 37% had comorbidities recorded, with an average of 6.9 comorbidities per patient.

Partnering with



NON-DISPENSING CLINICAL PHARMACIST PROJECT AT A GLANCE



9.6

average
number of
medications
per patient ²



14

practices



23%

of interventions
involved
medication de-
prescription ²



3

General
Practice
Associations



20%

interventions
involved dose
reductions/
medications
weaned ²



5

pharmacists



Clinical Pharmacist, Tim Perry is one of five local pharmacists involved in the Non-Dispensing Clinical Pharmacist Project, a GP-led team-based approach to enhancing care within the primary setting.



580+
patients



43%
of total
interventions
related to
reductions in
medication ²

➤ Service Commissioning

As it set to work as the Western Sydney Primary Health Network (WSPHN), the year led to the introduction of the organisation's Commissioning Framework.

The framework has been designed so that services developed or procured meet the needs of patients and consumers involved and that this remains consistent with the overarching service gaps presented through health needs assessments. In its inaugural year, the framework was used across a myriad of PHN programs and priority areas, including Mental Health, Chronic Disease Management and After Hours, overseeing the commissioning of more than \$4.5m in services across the region.

Bringing the Commissioning Framework into everyday operations has been the launch of e-procurement system, TenderLink. The portal's introduction has provided a streamlined tendering and supplier selection process for the PHN and will continue to play a vital role in the commissioning of services as this element of WentWest's work expands.

SERVICE COMMISSIONING AT A GLANCE

- **17 successful grant applicants** across 4 grant rounds
- **\$4.5m commissioned** in Mental Health, Chronic Disease Management and After Hours areas
- **Western Sydney Primary Health Network Commissioning Framework** launched
- **e-procurement system** launched

THE WENTWEST COMMISSIONING FRAMEWORK



© WentWest Ltd. 2016, adapted from Australian Government Department of Health, 2016, 'Planning in a Commissioning Environment'.

² Benrimoj et. al. WentWest Clinical Pharmacist Project: Evaluation (2016)

WentWest at a Glance

ABOUT US

Since 2002 WentWest has been part of the western Sydney community, delivering support and education to primary care and working with key partners to progress the region's health system.

As the Western Sydney Primary Health Network, WentWest is focused on addressing both regional and national health challenges. Together with health professionals, partners from both the health and hospital sector, consumers and the broader community, WentWest seeks to identify gaps and commission solutions for better health outcomes.

BRINGING OUR VALUES TO LIFE

Throughout the year WentWest focused on revitalising its commitment to the organisation's five Values of: Creativity, Leadership, Equity, Excellence and Respect. Central to all that WentWest seeks to achieve, our Values act as a guide to realising our Vision, shaping our culture and reflecting the standards we set.

A highlight for 2015-16 was the WentWest Team Day which saw the organisation venture outside its traditional borders toward the shores of Sydney Harbour. The day offered team members the opportunity to reconnect, embed our new strategic plan, and foster a renewed interest in our Values with a focus on Innovation, Creativity and Aboriginal culture.

A CULTURE OF ENGAGEMENT & STRIVING FOR EXCELLENCE

WentWest has always regarded its people as its greatest asset, and while the work undertaken can be demanding there is a strong commitment and passion across the organisation to achieve success.

Recognising the importance of maintaining an engaged workforce in an ever changing environment, the organisation participated in the *Best Practice Australia (BPA) 2016 National Benchmarking Survey*. This year's survey, *How are we travelling?* focused on gathering perceptions about work life in regard to engagement, leadership, values, innovation and issues that matter.

With a high participation rate of 79% the survey results offer valuable insight into the organisation's culture, 80% of which said WentWest is a great place to work.

"Everyone is friendly and wants to make things work. We treat each other respectfully and care about the bigger picture".

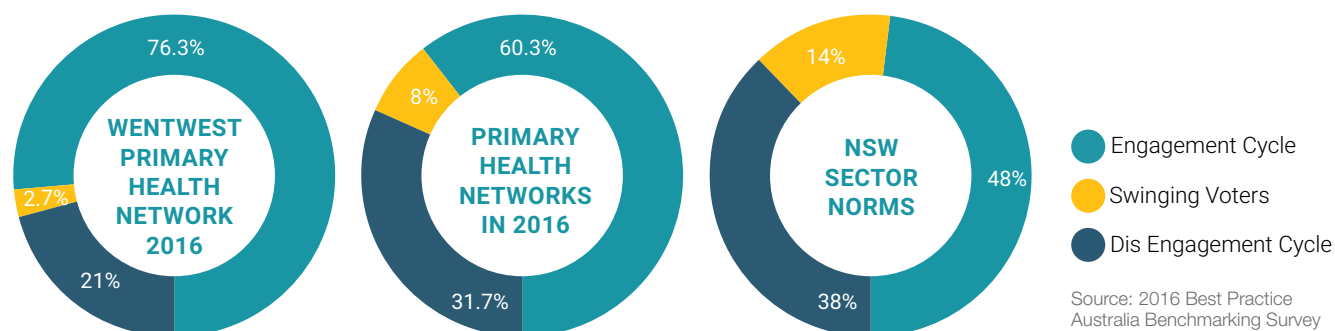
WentWest Team Member, Best Practice Australia 2016 survey response.



Staff members participate in the 2016 WentWest Team Day.

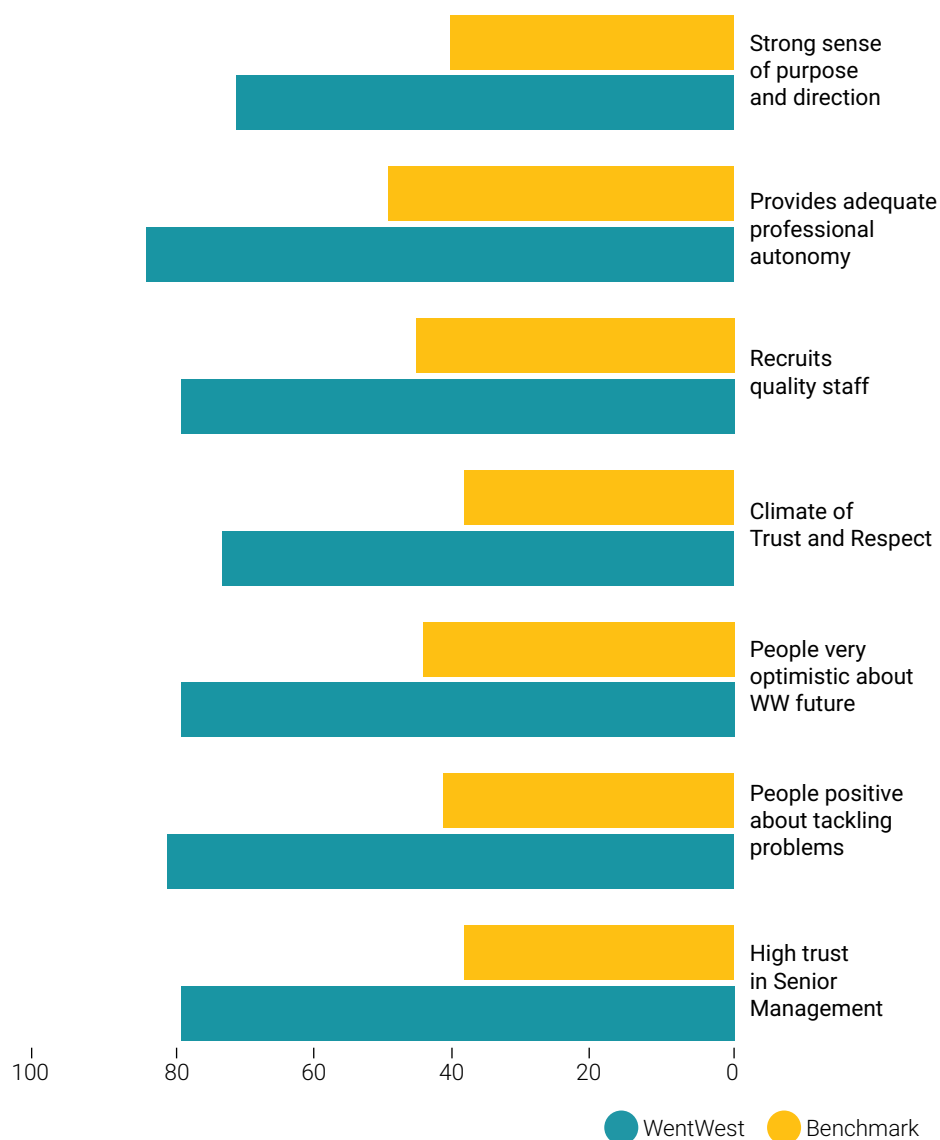


STAFF ENGAGEMENT COMPARED TO INDUSTRY NORMS

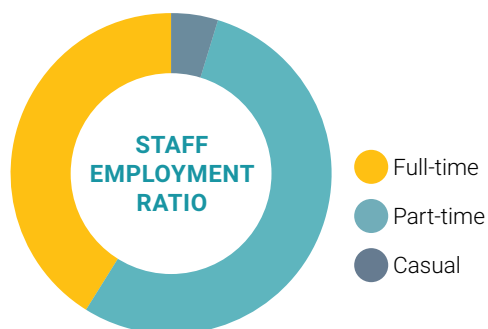
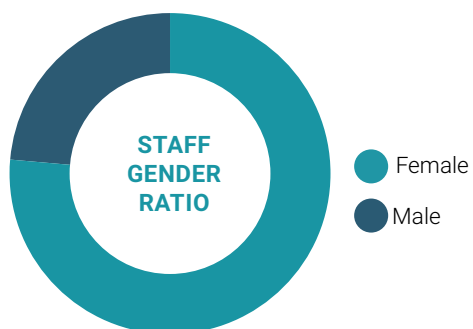




BEST PRACTICE AUSTRALIA 2016 NATIONAL BENCHMARKING SURVEY - WENTWEST RESULTS



HUMAN RESOURCES AT A GLANCE



WentWest Board



1. PROF. DIANA O'HALLORAN
MB BS, FRACGP, MHPed, FAICD

Diana is a member of the Western Sydney Local Health District Board and the RACGP's NSW&ACT Faculty Board. She is the Co-Chair of the Agency for Clinical Innovation's General Practice Clinical Advisory Group, and a Conjoint Professor in the Department of General Practice, University of Western Sydney. A past RACGP and GPET Board member, and a past Chair of the NSW General Practice Advisory Council, Diana has had a long involvement in initiatives intended to build strong, integrated and equitable primary health care.

Special responsibilities: Chair, Board, Ex officio of Finance Audit & Risk Management Committee, Governance & Nomination, Ex officio of Committee, Clinical Governance Committee



2. PROF. TIM USHERWOOD
BSc, MD, MB BS, FRCGP, FRACGP, FRCP, FAICD, DMS

Tim is Professor of General Practice and Sub-Dean, Sydney Medical School Westmead, University of Sydney; Honorary Professorial Fellow at the George Institute for Global Health; an Associate of the Menzies Centre for Health Policy; and a clinical academic at Westmead Hospital. Since 1997 he has worked as a general practitioner at the community-controlled Aboriginal Medical Service Western Sydney, now Sydney West Aboriginal Health Service. He chairs the Diagnostics Expert Advisory Panel of NPS MedicineWise, and is a member of the Editorial Executive of Australian Prescriber. Tim has a strong record in research and education. He has published over 140 refereed research papers on a variety of topics relating to chronic disease and primary care. He has also led a wide range of initiatives in medical education, and has chaired several AMC accreditation teams for Australasian medical schools and colleges.

Special responsibilities: Deputy Chair, Chair Clinical Governance Committee (since April 2012).



3. MS MARY CAROLINE LAMB
BA, LLB, GAICD, MBioethics, Solicitor

Caroline has more than 30 years' experience as a corporate and commercial lawyer and as a senior executive in a number of private and public sector organisations. She has served on several boards, and has consulted to boards on corporate governance and board performance. Caroline is a community member of the Board, and has a special interest in bioethics and medical regulation.

Special responsibilities: Member, Finance Audit & Risk Management Committee (since March 2012) Member, Governance and Nomination Committee (since November 2015).

4. DR KEAN-SENG LIM
MBBS (Syd), FRACGP

Kean-Seng is a General Practice Principal in a small group practice in Mt Druitt and a General Practice Supervisor. He has previously served on the RACGP Faculty Board, WSDGP Board, as a NEHTA Clinical Lead, as well as on the NPS eHealth Clinical Advisory Group. He is the current AMA NSW Vice President and the NSW Representative on the AMA Council of General Practice, where he is a member of the Executive. At the local level, Kean-Seng serves on the Management Committee of the Mt Druitt Medical Practitioners Association, and has been heavily involved in developing SALSA, a schools based obesity prevention program in western Sydney.

Special responsibilities: Member, Finance Audit and Risk Management Committee (since January 2016).



7. DR ANNE-MARIE FEYER

BA (Hons) PhD GAICD

Anne-Marie Feyer has more than 20 years' experience in public health research and policy, with experience spanning private and academic sectors. As a Senior Partner at PricewaterhouseCoopers, she established the Firm's Health Advisory Practice. Prior to joining PwC in 2001, Anne-Marie held senior academic appointment in public health in Australia and New Zealand. Currently, Anne-Marie currently works independently at the interface between research and policy, working with several health research centres and state/ territory health departments. She chaired the Health Workforce Taskforce and led the state-wide evaluation of the Chronic Disease Management Program in NSW. She is currently an advisor to the Ministry of Health Integrated Care Strategy and co-leads the Independent Review of Medical Intern Training for AHMAC.

Special responsibilities: Chair, Governance and Nominations Committee.



5. DR LINDA MCQUEEN

MB BS, FRACGP, Dip RACOG, FAICD

A General Practitioner in Hazelbrook for over 20 years, Linda has been a GP Supervisor since 1987. She was an inaugural board member of Wentwest from 2002- 2007, and was then reappointed to the board in 2008. In 2015 Linda was elected to the national General Practice Supervisors Board (GPSA) as a director. She is also on the board of the Blue Mountains General Practice Network, and was appointed as chair of the clinical council of the Nepean-Blue Mountains PHN in March 2016. At a local level, Linda is implementing initiatives ordered towards achieving the practice of the future and the Patient Centred Medical Home. Her practice trains medical students, nursing students, medical assistants and GP registrars.

Special responsibilities: Member, Governance and Nominations Committee; Member, Finance and Risk Management Committee (February 2012 – December 2015)



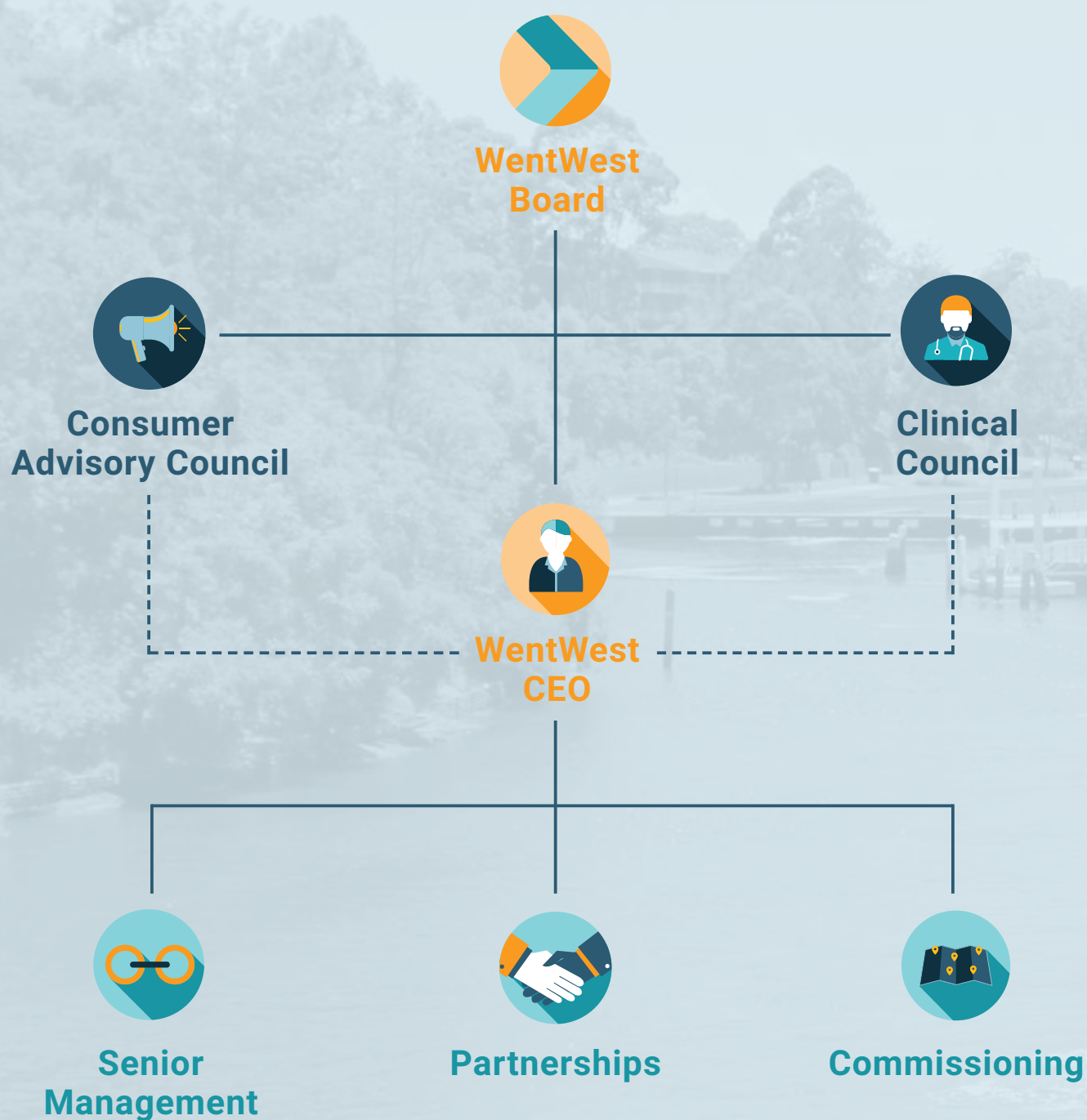
6. MR. ALAN ZAMMIT AM


BBus, ALGA, F(WestSydU), FCPA, FAICD

Alan has had an executive career spanning over 45 years in urban, regional and community development. He has extensive experience as a professional Non-executive director, Board Chair and Chair and/or member of Finance, Audit and Risk Management Committees spanning multiple sectors including property, funds management, education, health, government and not-for-profit.

Special responsibilities: Chair, Finance Audit & Risk Management Committee (since February 2012)

➤ Governance structure





**“Seeing people from within
the community extending
their knowledge in an area
of passion is a wonderful
achievement. Not only does
it lift the opportunities of an
individual it inspires others.”**

- Jamie

WentWest Limited

Level 1, 85 Flushcombe Road
Blacktown NSW 2148

PO Box 5,
Blacktown Post Shop
NSW 2148

T: (02) 8811 7100

F: (02) 9622 3448

E: wentwest@wentwest.com.au

www.wentwest.com.au